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23 July 1975

NSC Declassification/Release Instructions on File

MEMORANDUM FOR: Lieutenant General Brent Scowcroft, USAF  
Deputy Assistant to the President for  
National Security Affairs

SUBJECT: The NSCIC Working Group

1. I think that I owe you, as the incoming Chairman of the NSCIC Working Group, my thoughts on how the work of this body has developed in the recent past and how its activities and procedures might best be handled in the future.

2. Last March I proposed a tentative work program for the Group which had three basic elements: briefings, informational papers, and action projects.

3. Briefings, on the functioning of the National Intelligence Officers, aspects of intelligence warning, the Mayaguez affair, SALT and MBFR, have been designed to provide the type of background data which would lend support to Working Group efforts. I believe the Group can continue to benefit from having about one briefing per meeting. (Attachment A is a draft agenda for the next meeting which proposes a briefing on the Middle East.)

4. Informational papers, on such subjects as "Consumer Contact Points with Production Elements of the Intelligence Community," and "The DCI's 'Family' of National Intelligence Guidance Documents,"

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25X1A have been developed by my staff in response to comments and questions raised during our meetings. ( [ ] has these papers.) My staff has also been working on a paper dealing with the difficult and long-standing problem of expressing uncertainty in intelligence estimates. (I am turning to some knowledgeable people in CIA for assistance on this problem; meanwhile, I see some value in having it known in the Community that the subject still engages the interest of the consumers.)

5. We have not, thus far, responded to a request from Admiral Hilton for a "Handbook on the US Intelligence Community," which would show the Community structure, with its organizations, committees, boards, panels, etc., and their membership. Parts of this subject are already addressed in the "Consumer Contact Points" paper, while certain organizational aspects, as you can appreciate, are moving targets these days.

6. Working Group action projects, have so far involved, for example, the members' comments on this year's draft DCI Objectives for the Intelligence Community, Perspectives for Intelligence, and Key Intelligence Questions. I would consider it appropriate in the future for the Working Group to provide the Community with consumer evaluations of important intelligence products, such as selected NIEs, SNIEs, NIAMs, and current intelligence publications--e.g., the NID or NIB and the DIN.

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7. In my view, the action projects are really what the Working Group is all about. My draft of the Terms of Reference (Attachment B) proposes a committee structure which would, I think, permit the Group to proceed with its work in an orderly way. I believe that, in this context, it is extremely important to maintain the distinction between the work we in the Intelligence Community can do in support of the Group's activities and the work which the members of the Group (and their staffs) should provide themselves. The principle at work here is, to me, quite simple: the members should represent or reflect the views of consumers, not the attitudes and preconceptions of the Community or any of its several parts.

8. I can, of course, provide you as the Working Group Chairman with informational papers and briefings, and I can continue to provide an Executive Secretary for the Group, should this prove necessary. But if there is to be a separate "Consumer Evaluation and Guidance Panel" (by whatever name), I think it should be composed of and staffed by users rather than intelligence officers. (And I have incorporated that concept in the draft Terms of Reference.)

9. Perhaps this matter could be clarified at the next meeting. And perhaps the discussion of the Terms of Reference should deal in detail with such questions as the composition of the membership and the frequency of the meetings of the Working Group subcommittees.

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10. Another issue pertinent to the Terms of Reference is whether the NSCIC Working Group should, as Mr. Morell of the Treasury Department advocates, "make recommendations for improvements in intelligence structure and organization." Based on his reading of the interest of the Rockefeller and Murphy Commissions and the Senate Select Committee in organizational matters, Mr. Morell would have us go beyond the charter provided by NSCID No. 1 (February 1972) which says that NSCIC

"will give direction and guidance on national substantive intelligence needs and provide for a continuing evaluation of intelligence products from the viewpoint of the intelligence consumer."

11. I think Mr. Morell's proposal would in effect force the Group to engage in unwise and unauthorized activities, and therefore I oppose it. It is one thing for customers to comment to a super-market chain about the quality of meat and produce, but quite another for them to issue specific guidelines on feeding poultry and fertilizing vegetables. There probably will be discussion of this issue, however, and altogether some 30-40 minutes might be needed to cover this and other issues associated with the Terms of Reference (agenda item c).

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12. Your pressing schedule probably would make it difficult for you to review the files on previous Working Group activities. But you might, in addition to considering the proposed agenda and Terms of Reference, wish to look over the draft minutes of the last meeting (Attachment C) to gain some idea of the "tone" of the discussions.

Samuel V. Wilson  
Lieutenant General, USA  
Deputy to the DCI for the  
Intelligence Community

**Attachments:**

Draft agenda for next NSCIC Working Group meeting  
Draft Terms of Reference for NSCIC Working Group  
Draft Minutes of 2 July Working Group meeting

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Attachment A

MEMORANDUM FOR: NSCIC Working Group Members

SUBJECT: Agenda for August Meeting

1. As your new Chairman, I propose to hold the next meeting on \_\_\_\_ August at \_\_\_\_ hours in the White House Situation Room.

2. I expect the meeting to last about 90-100 minutes, and to cover the following items:

- a. Approval of Minutes of 2 July meeting
- b. Arab-Israeli Problem:

NIO/ME Briefing

Discussion of NIAM on Arab-Israeli Hostilities, Memorandum to Holders of SNIE on "Next Steps in Middle East," OPR research paper on "Arab World in the 1980s," and Alert Memo on Egypt.

c. Ratification of NSCIC Working Group Terms of Reference and formation of Working Group Subcommittees.

d. Proposals for new business and closing remarks by the Chairman.

3. For this meeting, please inform [redacted]  
of the Intelligence Community Staff [redacted] of the names  
of proposed attendees.

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Brent L. Scowcroft  
Lieutenant General, USAF  
Chairman, NSCIC Working Group

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Attachment B

DRAFT TERMS OF REFERENCE  
OF  
THE NATIONAL SECURITY COUNCIL INTELLIGENCE COMMITTEE  
WORKING GROUP

(Effective \_\_\_\_\_ 1975)

1. Establishment of a National Security Council Intelligence Committee was directed by the President in his memorandum of 5 November 1971, "Organization and Management of the U.S. Foreign Intelligence Community," which was reflected in the revised National Security Council Intelligence Directive No. 1, "Basic Duties and Responsibilities," effective 17 February 1972. NSCID No. 1 provides that the NSCIC is to "give direction and guidance on national substantive intelligence needs and provide for a continuing evaluation of intelligence products from the viewpoint of the intelligence consumer."

2. Authority

The NSCIC Working Group was established pursuant to discussion at the initial NSCIC meeting of 3 December 1971 and was reconstituted with a consumer orientation as a result of NSCIC action at its August 1974 meeting.

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3. Mission

The NSCIC Working Group will support the NSCIC and facilitate NSCIC actions to give direction and guidance on national substantive needs for intelligence and provide for a continuing evaluation of intelligence products from the viewpoint of the intelligence consumer.

4. Organization and Membership

a. the NSCIC Working Group shall consist of one representative of each NSCIC member, under a Chairman designated by the NSCIC. The Chairman of the Working Group will also appoint an Executive Secretary.

b. Except for the Deputy to the DCI for the Intelligence Community, who is the representative of the Director of Central Intelligence, members of the Working Group will be users of intelligence, not intelligence officers.

c. The representative of the DCI will establish, and chair, an Intelligence Panel, including representatives from the major intelligence production organizations, to provide intelligence support to the efforts of the Working Group.

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d. The Chairman of the Working Group will organize a Consumer Evaluation and Guidance Panel to conduct appraisals of intelligence papers disseminated to national level users and prepare recommendations for the Community's family of intelligence guidance documents.

e. Intelligence users from departments and agencies not represented on the NSCIC may be invited by the Working Group to attend its meetings when appropriate.

#### 5. Functions

The NSCIC Working Group will:

a. Present action recommendations to the NSCIC in furtherance of the mission of the NSCIC.

b. Conduct such studies, surveys, reviews, evaluations and inquiries as may be directed by the NSCIC in execution of its mission.

c. Initiate for NSCIC approval such inter-agency studies, surveys, reviews, evaluations and inquiries as the Working Group considers are pertinent to the furtherance of the program of the NSCIC.

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6. Method of Operation

- a. Meetings of the Working Group will be on the call of the Chairman. Any member desiring that the Working Group be convened will so advise the Chairman.
- b. Action projects for Working Group sponsorship can be proposed by any member of the Group.
- c. Responsibility for the conduct of studies and preparation of reports undertaken under Working Group sponsorship will be assigned by the Chairman as agreed among the members.
- d. For the preparation of studies and reports, the Working Group can establish inter-agency task groups or assign responsibility to a single organization as determined on the basis of the nature of the problem.
- e. All studies and reports prepared under auspices of the Working Group will be submitted to the Working Group for its consideration prior to being given any dissemination by the task group or other persons charged with preparation of the documents.

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f. Working Group decisions will be reached by consensus among the members, but in the event full agreement is not attained, the Chairman, in forwarding the results of Working Group action to the NSCIC, will advise the NSCIC of the dissent or differing opinion of any member who so requests.

g. Studies and reviews accomplished under Working Group auspices for background and information use which do not contain action recommendations and which the Working Group considers do not require referral to the NSCIC may be disseminated by the Working Group Chairman directly to such organizations and agencies as the Working Group considers would find them useful.

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